



## REQUEST FOR PROPOSAL

for

### PROGRAM, PERSONNEL AND OPERATIONS SYSTEMS SUPPORT

**Issue Date:** May 3, 2007  
**Due Date:** May 11, 2007  
**Published:** May 3, 2007

**Introduction:** Space Florida is dedicated to providing economic development for the state through space-related business, transportation and educational activities. Space Florida's goal is to enable the state to maintain its position as the world's premier location for space enterprise.

**Purpose:** Space Florida is soliciting proposals from industry to assist in the establishment of policies and procedures for its management and operations processes to achieve the responsibilities and goals directed by the Space Florida Act, and as articulated in the Space Florida Strategic Business Plan. *Space Florida reserves the right to procure services for all or a portion of the "Services Requested" described below.*

#### Services Requested:

##### Category 1. Management Operations

Space Florida intends to develop credible procedures and systems for management operations that will outline how the organization will conduct business and form the foundation for requirements development, systems analysis, acquisition planning, and integration. As a source document, the operation plan will provide traceability for internal tracking of immediate, short-term, and mid-term objectives and actions, as well as define metrics to determine measures of success for each action. The document will provide Space Florida's partners and stakeholders with a common understanding of the organization's policies, procedures, priorities, and opportunities. The document will also provide a conceptual baseline to assist the Board of Directors and appropriate executive and legislative offices in their oversight responsibilities. Finally, it will define a process to achieve consensus among service providers at the Federal and State levels, and for customers and stakeholders in the civil, commercial, and national security sectors.

1. Discuss the various options of how to organize and implement a CONOPS for Space Florida. What are the primary organizational elements that should be included in a CONOPS versus alternate documentation?
2. Describe key areas of acquisition planning required to execute procurement aspects of the business plan.

3. Finally, discuss the approach for ensuring an integrated management system that relates key function to management plans and schedules and how these functions will be tracked, evaluated, measured (relevant metrics) and reported on a critical path basis to achieve success of the strategic business plan objectives.

## **Category 2. Decision Management**

With the operation plan as a foundation, Space Florida will move to gain stakeholder participation in the decision-making process to confirm priorities for the immediate, near-term, and mid-term objectives. Space Florida seeks to develop an approach that achieves consensus among diverse stakeholders and provides a balance between the time and resources available, the complexity of the problem, and the needs of the end users of the organization's products and services. The final product will provide a balanced score card and the creation of a broad base of support for the development of an implementation plan.

1. Discuss potential methods and approaches to achieve consensus among Space Florida stakeholders and customers.
2. What management tools exist to facilitate the development of consensus?
3. What are examples of how your approach and associated tools have been effective for other customers?
4. What attributes are required by individuals who facilitate a consensus building process?
5. Discuss the balanced score card approach that will enable Space Florida to view the organization in terms of financial, customer, processes and learning to focus on a measurement based management system.
6. Describe the tools that can be used for decision management and the attributes of each.

## **Category 3. Implementation Planning**

With the creation of the operation plan and the development of an action hierarchy, Space Florida will create a consolidated and supportable implementation plan that maximizes the value of identified investment and program priorities. This plan will be based on a number of factors such as the sequence of actions identified in the Strategic Business Plan and the schedule to complete individual investment opportunities. It will also take into consideration customer requirements and expenditure and income projections. The foundation of the plan should be based on an analysis which is repeatable, defensible and provides further consensus among all affected partners, stakeholders and customers.

1. What are potential programmatic or political events that may influence the ability to sustain the Roadmap?
2. How will the Roadmap accommodate major changes in customer requirements or for the investment strategy?
3. What integrated master planning and integrated master scheduling tools will be used to develop the Roadmap?
4. What are the attributes of these tools and how will they be integrated with the CONOPS and Decision Management processes?

#### **Category 4. Manpower and Training**

Space Florida recognizes that long-term success will be based on developing world-class human capital practices. With a goal to optimally align the investment in infrastructure and services with the investment in personnel, Space Florida will develop a Staff Plan that defines how the projected personnel target of 25 will be met. The plan will identify the prerequisite skills, knowledge, and timing of new hires. The document will also outline a training plan for current and future employees, for key personnel from other State agencies engaged in space activities, and where appropriate, personnel from stakeholder companies. Training priorities will be based on requirements necessary to support the implementation of the Roadmap including leadership and management training, Lean Six Sigma and ISO 9000 certification, Human Spaceflight Transition Planning, Business Development training, and classes designed to improve staff and stakeholder understanding of how major organizations such as NASA and DOD conduct their space acquisition processes.

1. What are the primary skills set that will be required for Space Florida to achieve the objectives identified in the Strategic Business Plan?
2. What approach would you use to help Small Businesses in Florida become ISO 9000 certified?
3. Describe the needs of Space Florida management personnel with respect to understanding key aspects of agencies such as NASA, DOD, Homeland Security, etc., and how these can be translated to core training and education for our staff.

#### **Category 5. Education, Research and Development, and Workshop Development Support**

A highly trained workforce is a vital resource for Florida's ability to demonstrate leadership as the premier state for aerospace research and development. While Florida has a talented space workforce, too many employees are leaving the state, graduates of Florida's universities are not heading into aerospace careers, and financial investments for State's research and development efforts are generally small and receive little attention. Space Florida intends to collaborate with the Department of Education, Workforce Florida, and Enterprise Florida to revitalize education as an investment and aligned with objectives outlined in the Strategic Business Plan.

1. What approaches should Space Florida pursue to gain the optimum return from Federal, State, and commercial investments in aerospace education endeavors?
2. What are the merits of convening a series of Education Summits dedicated to a review of educational issues from a state and local perspective?
3. What techniques can Space Florida pursue to encourage industry to match funding provided by NASA for the Florida Space Grant Consortium?

#### **Category 6. Technology R&D Portfolio Management**

Space Florida will make a number of investments in new technologies and capabilities that will enhance the competitive position of the state in relation to future space opportunities and activities. These investments move to gain stakeholder participation in the decision-making process to confirm priorities for the immediate, near-term, and mid-term technology objectives. Space Florida must evaluate progress being made in R&D investments that have already been

decided upon, and effectively manage its R&D portfolio, including deciding on new projects and deciding how best to continue or discontinue projects already under way. This includes the requirement to evaluate the expected effectiveness of these technology investments in light of R&D being implemented by other actors in the space arena.

1. Discuss potential methods and approaches for technology management, to include evaluating funding sources and tracking R&D progress and actions.
2. What management tools exist to facilitate the emergence of a strong R&D portfolio?
3. What are examples of how these approaches and associated tools can be applied?
4. What is the status of the potential technologies that are being developed by other entities?
5. Describe an approach to strategic portfolio management by which Space Florida can maximize the value of its technology R&D investments.

**Type of Contract:** This solicitation will result in one or more fixed price contracts, with the option to extend on an annual basis. ***Space Florida reserves the right to procure services for all or a portion of the “Services Requested”.***

**Period of Performance:** Space Florida wishes to conclude this project by:  
September 1, 2007

**Compensation:** This contract will be awarded on the basis of the Respondent’s proposed approach, technical qualifications, specific experience with, and cost structure. ***Space Florida reserves the right to procure services for all or a portion of the “Services Requested”.***

**RFP Coordinator/Communications:** Upon release of this RFP, all Respondent communications concerning this information request should be directed in writing to the RFP coordinator listed below.

Name: Sonya Montgomery  
Address: MS: SPFL  
Bldg. M6-206; Room 9030  
Kennedy Space Center, FL 32899  
Telephone: 321-730-5301 X-225  
E-mail: [smontgomery@spaceflorida.gov](mailto:smontgomery@spaceflorida.gov)

**Preliminary Schedule:** These dates are estimates only and are subject to change by Space Florida without recourse.

Event	Date
Announcement of RFP	May 3, 2007
Proposal Responses Due	May 11, 2007
Notification to Short-listed Respondents	May 17, 2007
Interviews As Required	May 21, 2007
Notification of Selection	May 25, 2007
Summary of Bids Tabulation Available	May 25, 2007

**Submittal Instructions:** Interested Respondents should submit five copies of their proposal. Submittals are limited to twenty (20), 8 ½ x 11 inch type written pages in 12 point font to include figures or diagrams and should respond to the following items:

- a. A brief description of the Respondent's organization and a detailed description of the organization's technical qualifications.
- b. Resumes of the proposed project leader and other key members of the project team.
- c. Detailed description of the Respondent's role in similar projects.
- d. Names, telephone numbers, and references from previous clients within the last 5 years.
- e. A copy of the Respondent's latest financial statement.
- f. A statement of the project cost structure including rates for:
  - Proposed management personnel
  - Proposed support personnel
  - Proposed overhead and G&A rates
- g. A proposed strategy to complete the project.
- h. The timeline required to complete the project.

**Proposal Response Date and Location:** Proposals must be submitted to Space Florida no later than May 11, 2007, 5:00 pm EST. All proposals and accompanying documentation will become the property of Space Florida and will not be returned. Proposals received later than the submittal due date will not be considered or returned. Respondents accept all risks of late delivery of mailed proposals regardless of fault. Faxed and e-mailed submittals will not be accepted.

Proposals are required to be clearly marked Proposal/Bid Submittal for Program, Personnel And Operations Systems Support in a sealed envelope with the due date and time clearly marked on the envelope and submitted to:

Space Florida  
Attn: Sonya Montgomery  
Vice President Communications and External Affairs  
MS: SPFL, Bldg. M6-306, Room-9030  
Kennedy Space Center, FL 32899

Proposals must be received by 5:00 pm, Eastern Standard Time, May 11, 2007.

**Rating Proposals and Award:** Proposals will be rated by a committee of at least three Space Florida employees which shall tabulate its findings for award decision. Award and denial notices will be issued to Respondents via email or U.S. mail.

Space Florida retains the right to make an award it determines to be in its best interests or to reject any and all proposals. Further, Space Florida, in making its award decision, retains the authority to waive what it considers to be minor irregularities in the proposal or to seek clarification on certain issues from any or all respondents.

All proposals accepted by Space Florida are subject to Space Florida's terms and conditions and any and all additional terms and conditions submitted by the Respondents are rejected and shall not have force and effect. The Summary of Bids Tabulation with recommended award will be

available for review by interested parties at the location where bids were submitted and will remain available for a period of three (3) working days after selection has been announced.

**Disputes:** Any person/firm potentially adversely affected by the intended decision made by Space Florida to award a contract or to reject all bids must submit such dispute in writing, signed by the official who signed the original proposal and must state the specificity of the nature of the dispute. The President or Chief Financial Officer of Space Florida will determine if the written dispute meets the criterion of specificity. Determination will be final.

Such disputes must be received by the RFP Coordinator identified in the original RFP instructions within three (3) working days of the posting of the Summary of Bids Tabulation. Any dispute not received within this timeframe will be rejected without further consideration.

Within five (5) working days after the receipt of any such valid dispute, the President or Chief Financial Officer of Space Florida will issue a final decision regarding the outcome of the disputed award notifying the party that filed the dispute.

**Compliance with Laws:** The Contractor shall comply with all laws, rules, codes, ordinances, licensing and bonding requirements that are applicable to the conduct of its business, including those of federal, State, and local agencies having jurisdiction and authority. By way of non-exhaustive example, Chapter 287 of the Florida Statutes and Chapter 60A-1 of the Florida Administrative Code govern the Contract. By way of further non-exhaustive example, the Contractor shall comply with section 247A(e) of the Immigration and Nationalization Act, the Americans with Disabilities Act, and all prohibitions against discrimination on the basis of race, religion, sex, creed, national origin, handicap, marital status, or veteran's status. Violation of such laws shall be grounds for Contract termination.

**Convicted Vendors:** A person or affiliate placed on the convicted vendor list following a conviction for a public entity crime is prohibited from submitting a bid on a contract to provide any goods or services to a public entity for a period of 36 months from the date of being placed on the convicted vendor list.

**Discriminatory Vendors:** An entity or affiliate placed on the discriminatory vendor list pursuant to section 287.134 of the Florida Statutes may not submit a bid on a contract to provide any goods or services to a public entity.

**Respondent's Representation and Authorization:** In submitting a response, each Respondent understands, represents, and acknowledges the following (if the respondent cannot so certify to any of following, the respondent shall submit with its response a written explanation of why it cannot do so).

- The Respondent is not currently under suspension or debarment by the State or any other governmental authority.
- To the best of the knowledge of the person signing the response, the Respondent, its affiliates, subsidiaries, directors, officers, and employees are not currently under investigation by any governmental authority and have not in the last ten (10) years been convicted or found liable for any act prohibited by law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract.

- To the best of the knowledge of the person signing the response, the Respondent has no delinquent obligations to the State, including a claim by the State for liquidated damages under any other contract.
- The submission is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive response.
- The prices and amounts have been arrived at independently and without consultation, communication, or agreement with any other Respondent or potential Respondent; neither the prices nor amounts, actual or approximate, have been disclosed to any Respondent or potential Respondent, and they will not be disclosed before the solicitation opening.
- The Respondent has fully informed Space Florida in writing of all convictions of the firm, its affiliates (as defined in section 287.133(1)(a) of the Florida Statutes), and all directors, officers, and employees of the firm and its affiliates for violation of state or federal antitrust laws with respect to a public contract for violation of any state or federal law involving fraud, bribery, collusion, conspiracy or material misrepresentation with respect to a public contract. This includes disclosure of the names of current employees who were convicted of contract crimes while in the employ of another company.
- Neither the Respondent nor any person associated with it in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, or position involving the administration of federal funds:
  - Has within the preceding three years been convicted of or had a civil judgment rendered against them or is presently indicted for or otherwise criminally or civilly charged for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state, or local government transaction or public contract; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; or
  - Has within a three-year period preceding this certification had one or more federal, state, or local government contracts terminated for cause or default.
- If an award is made to the Respondent, the Respondent agrees that it intends to be legally bound to the Contract that is formed with the State.
- The Respondent shall indemnify, defend, and hold harmless the Buyer and its employees against any cost, damage, or expense which may be incurred or be caused by any error in the Respondent's preparation of its bid.
- All information provided by, and representations made by, the Respondent are material and important and will be relied upon by the Buyer in awarding the Contract. Any misstatement shall be treated as fraudulent concealment from the Buyer of the true facts relating to submission of the bid. A misrepresentation shall be punishable under law, including, but not limited to, Chapter 817 of the Florida Statutes.

**Trade Secrets:** Trade secrets are not solicited, nor desired, as submissions with proposals. The provisions of Chapter 288.075, Florida Statutes, will govern whether or not an item is determined to be exempt from disclosure as a trade secret. If material is submitted, which the vendor deems a trade secret under the provisions of Chapter 288.075, Florida Statutes and the material shall be submitted in a separate, clearly marked envelope identifying the specific Florida Statute authorizing the exemption.

**Respondent's Cost to Develop Proposal:** Costs for developing proposals in response to this RFP are entirely the obligations of the Respondent and shall not be chargeable in any manner to Space Florida.